

DRAFT

**Combined/Joint Force Land Component Commander (C/JFLCC)
Conference 2-07
Overviews and Objectives**

Combined/Joint Force Land Component Commander Conference 2-07 Mission, Intent, and Scope

Mission: To prepare senior officers to function effectively as land component commanders in joint, interagency, intergovernmental, and multinational environments.

Intent: In June, 2003 the Chief of Staff of the Army directed a conference be developed to build upon the very positive results of Army-Marine cooperation in OEF and OIF. The conference advances senior leader understanding of the complexities of major joint and combined land operations conducted to accomplish strategic objectives. Graduates of the Combined/Joint Force Land Component Commander Conference will be able to:

1. Formulate, prepare for, and execute land operations that support coalition and combatant commanders in the accomplishment of national security and international policy objectives.
2. Form the command and execute theater-wide and multinational integrating functions of a Combined/Joint Land Force Component Command (C/JFLCC).
3. Conduct operations in conjunction with other functional coalition commands (C/JFACC, C/JFMCC, and C/JFSOC).
4. Conduct sustained land-dominance operations to defeat enemy efforts and stabilize conditions through coalition land actions within an uncertain and complex multinational, interagency (US), intergovernmental, and international (IO and NGO) context, as well as regional/global media environments.

Scope:

1. Roles and Responsibilities of the C/JFLCC. Considerations and functions, theater to JTF levels, in forming and operating a joint and multinational land component command.
2. Theater-level Strategy. Integration of major land operations into the coalition and combatant commanders' campaign plans amid dynamic conditions; essential elements of establishing and ensuring coalition cohesion and unity of effort.
3. Land Dominance Operations. Operations that support the combatant commanders' theater objectives and accomplish mutual, agreed upon policy objectives for coalition operations.
4. Combined Land Operations. Operations with multinational forces, including the capabilities and limitations of national policy determinations within the coalition under a multinational command structure.
5. Political and Communications Influences. Operations within the parameters of guidance from a multinational command structure and integration with international organizations; participation by nongovernmental and international organizations and strategic communications engagement.
6. Key Operational-Level Systems and Processes. Establishment of effective systems for command and control of major land formations, information and intelligence sharing, synchronization and integration of multinational movement and maneuver, effects-based information operations and fires, operational protection, and logistics, specifically JRSOI and sustainment of joint and multinational forces.

US Army War College Commandant's Welcome

Overview:

Commandant welcomes incoming class on behalf of the Chief of Staff of the Army and Commanding General, TRADOC, and provides opening comments on conference.

Objectives:

1. Welcome attendees to the post and ensure they know they are the focus of the post's support activities for the week.
2. Provide a short introduction on the background and development of the conference and Chief of Staff of the Army's and Commanding General's intent for the week.

C/JFLCC 2-07 Conference Overview

Overview:

Brief overview by the conference director and senior mentors focuses on the purpose and objectives of the conference. The conference director briefly reviews the C/JFLCC Conference objectives, conference design, and lessons/topics taught throughout the conference. This session also reviews highlights of the schedule and provides some conference administrative guidance.

Objectives:

1. Understand the purpose, scope, and methodology of the conference.
2. Be familiar with conference content and flow.
3. Understand the learning objectives for the conference and what additional skills attendees should expect to gain throughout the week.
4. To remind participants of the availability of APFRI physical readiness evaluations.

Theater Operational Planning

Overview:

This session will focus on understanding the perspectives of planners at the Combatant/Coalition Command level in designing the joint and combined campaign plan, and on how the CFLCC can best envision and synchronize operations to best support that campaign plan. In developing the major land operations, the land component commander must have a clear view of the policy objectives, guidance, and the ends, ways, and means envisioned for future employment of resources by interagency representatives and authorities. Additionally, we will seek to understand how the Combatant/Coalition Commander approaches framing guidance and formalizing their efforts within the area of operations supported by the LCC.

Objectives:

1. Understand the process through which the Combatant Commander (as a Coalition Commander) and his staff design major campaigns, and how they view land operations as an essential, enabling capability in the long-term success of such plans.
2. Practice clear, proactive, and precise senior leader communications with respect to objectives, requirements, resourcing, and so forth.
3. Prepare to interact with interagency officials concerning major combat operations and the military's subsequent role in establishing stability as an essential precursor for humanitarian assistance and political effectiveness.
4. Understand the various approaches of components toward supporting the campaign plan, to include differing approaches on developing and communicating guidance, establishing requirements, and organizing for mission execution in conjunction with other components, interagency and international organizations, and media engagement.
5. Discuss the various challenges and friction points that may occur in developing plans for and executing campaigns among coalition partners.

Planning Interagency Interventions

Overview:

Especially in planning for the stability phase of a campaign plan, the land component commander must have a synchronized view of the policy objectives, guidance, and the ends, ways and means envisioned for future employment of resources by a variety of interagency officials. This lesson will focus on understanding the critical roles and requirements envisioned for the C/JFLCC and other functional/service component commands in enabling long-term policy success. Additionally, we will seek to understand how other government agencies and departments frame guidance and organize their efforts within a supported area of operations, as well as their expectations for coordinating relationships with the C/JFLCC.

Objectives:

1. Prepare to interact with senior interagency officials concerning the military's role in establishing stability as an essential precursor for humanitarian assistance and political effectiveness.
2. Understand Department of State and other interagency organizational approaches to developing and communicating guidance, establishing requirements, and organizing for mission support.
3. Prepare to interact with in-country interagency that are coordinating efforts with the C/JFLCC.
4. Practice precise, proactive senior leader communications with respect to objectives, requirements, and resourcing.

Senior Leader Overview

Overview:

Senior mentors provide their perspectives and insights on how command at the operational level differs in many ways from tactical level command, not only in the breadth and depth of the operational environment, but also in the complexities of building and maintaining effective relationships with a number of joint and combined commanders. Additionally, senior mentors facilitate discussion on how the C/JFLCC Commander develops personal and professional relationships with other functional commanders and supporting commands. Finally, discussions will also cover the challenges of maintaining effective communications among component and coalition commanders, as well as with the Combatant Commander.

Objectives:

1. Gain perspectives on the required collaborative skills and professional relationships a C/JFLCC must have in order to be an effective Land Component Commander.
2. Understand the importance of trust, confidence, and mutual understanding between the Combatant Commander, the C/JFLCC, and other component commanders.
3. Understand the challenges of shared risk-taking among the Coalition Commander, C/JFLCC and other component commanders at the operational level in a joint/coalition environment.
4. Comprehend the strategic focus of the senior commander in adding value to the overall efficiency and effectiveness of the Land Component Command.

The Army in Theater

Overview:

As the principal members of the joint land team, Army and Marine forces organize forces to operate effectively across all operational systems. This lesson covers the various command responsibilities and authorities that a COMARFOR may have as the senior Army representative to a Combatant Commander or Joint Force Commander. The lesson's primary focus will be on the structures and AC/RC forces/structures required to establish operational level systems and capabilities that support the joint and combined land component command that are critical to effective C/JFLCC operations.

Objectives:

1. Comprehend the wide-ranging command authority and responsibilities of command at the operational level as the senior Army commander under a joint command.
2. Understand the diverse missions and capabilities provided by Army echelons above Corps (EAC), that is, those AC and RC units that establish and provide theater-wide support and interface with strategic/joint agencies and the Department of the Army.
3. Understand the responsibilities that the ARFOR commander has to provide support to the joint team through Army Support to Other Services (ASOS) and executive agreements, as well as his requirements to support other joint and coalition elements under the C/JFLCC.
4. Understand the impacts of transformation to the 21st century modular Army on deployment and employment considerations.

Intelligence, Surveillance, and Reconnaissance (ISR) & Reachback**Overview:**

Critical to effective coalition land operations is the ability to collect, analyze, and disseminate operational-level intelligence and information across the entirety of the C/JFLCC. Equally important is the ability to designate and establish systems for prioritizing, collecting, and assessing effects using tactical, theater/joint and national assets. The presentations for this lesson address the national, theater, and tactical intelligence and information systems/resources available, and how the C/JFLCC gains access to these resources for assistance in an international coalition environment. Discussion will also focus on the challenges of sharing intelligence and information among coalition partners, as well as methods for overcoming such impediments among coalition commanders.

Objectives:

1. Comprehend the challenges that the Land Commander has in providing timely and proactive guidance on intelligence and information support at the theater level. This includes clear guidance on how intelligence resources are used to facilitate timely commander decisions with regard to planning, indications and warning, situational awareness, targeting, and battle damage assessment.
2. Comprehend the capabilities and limitations of national, theater, and tactical intelligence resources in supporting a joint/combined campaign.
3. Understand the challenges of integrating Army, Marine, and other Service/functional component intelligence and information systems, especially what requirements the C/JFLCC will have to support MEF and other component operations.
4. Understand the challenges of multinational coalition integration and intelligence sharing, to include linking into US-only systems/capabilities.

Forming the Combined/Joint Land Component Commander**Overview:**

This session focuses on the challenges of forming or transitioning the headquarters to execute major land operations. Principle discussion areas will include; organizing and staffing the headquarters, training the staff, clarifying roles and authorities with higher and fellow component headquarters and preparing the troop list. An additional focus area will be on assessing the operational systems needed and how best to prioritize their establishment in the C/JFLCC headquarters. This lesson will also cover not only the essential functions of the staff sections, but how to organize across staff sections, by committees and boards to orient on operational systems as well as staff functions.

Objectives:

1. Provide guidance on processes essential to establishing the Land Component Command at the operational level.
2. Discuss the essential elements of establishing a C/JFLCC according to the RCC directive.
3. Identify the types of forces required and theater-level operating systems which apply.

4. Comprehend the challenges of organizing and training the joint land staff (with Army or USMC augmentation) through a request for forces (RFF) process.
5. Discuss how to organize a C/JFLCC staff by operational-level functions.
6. Comprehend the complexity of requesting and integrating augmentees from other services, coalition forces, and interagency organizations into an Army-based LCC, as well as how to provide the right Army personnel to a USMC-based LCC.
7. Highlight the importance of clarifying authorities and responsibilities between the CJFLCC Headquarters, the Combatant Command Headquarters, and the other Component Headquarters.

Combined/Joint Force Air Component Commander (C/JFACC) in Theater

Overview:

This lesson provides the perspectives of a senior C/JFACC on teaming with land forces during the joint fight. The focus of this lesson will be to understand the JFACC's perspectives on air component capabilities and limitations, and how he approaches preparation, planning, and employment of air and space capabilities at the operational level for integration with the C/JFLCC. Additionally, the C/JFACC will illustrate how the air component's operational level systems and processes interrelate with those of combatant commanders and other components, as well as where there are challenges to effective operations with the C/JFLCC.

Objectives:

1. Learn about current C/JFACC views on campaigning, the operational targeting and effects process, and theater support of the Coalition Commander.
2. Know C/JFACC organization and CAOC process fundamentals with regard to integration and synchronization vs. deconfliction.
5. Analyze shared operational risk assessment, effects-based targeting processes, and coalition considerations with respect to target selection/engagement; determine how the C/JFLCC interfaces with the C/JFACC in this decision process.

The Marines in Theater

Overview:

This lesson covers the various command responsibilities and authorities that a COMMARFOR may have in his role as the senior Marine representative to a coalition commander or combined force commander. The primary intent of the lesson is to provide U.S. and international attendees an overview of U.S. theater-level joint action. Several vignettes may be introduced from OEF, OIF, and later operations to highlight the roles of the U.S. Service component commanders as critical joint team members in providing, organizing, and establishing the essential operational-level land systems (C2, protection, sustainment, and so forth) that are critical to effective C/JFLCC operations.

Objectives:

1. Comprehend the various command authorities and functions of command at the operational level for which the Marine Force Commander (MARFOR) is responsible as part of a joint and combined command.
2. Understand the flexible, scaleable structure of the MAGTF and how it interfaces with Army theater-level units to form operational-level joint land systems; analyze the capabilities and flexibility that the MAGTF brings to the land fight.
3. Understand how MARFOR and MEF systems, processes, and functions differ from those of the ARFOR, and how Marine systems interface successfully into Army C/JFLCC systems.
4. Know the additional challenges a COMMARFOR may encounter when appointed as a C/JFLCC, and how Army forces can best adapt to and support such command structures.

Theater Protection

Overview:

This discussion illustrates how the C/JFLCC provides operational protection which extends beyond simple force protection to integrate a number of essential capabilities with the joint land force with those of the host nation government and coalition partners. The responsibilities of the C/JFLCC Commander to protect the mission in an international coalition environment, in particular the role/functions accomplished by the Army Air Defense Commander, are addressed. Also discussed is how the C/JFLCC coordinates planning, prioritization, resourcing, synchronization, and execution on continuous operational protection among the many coalition and joint forces/bases operating in C/JFLCC areas of responsibility.

Objectives:

1. Understand the challenges and techniques for establishing and managing a theater-wide operational protection system, to include the functions of planning, prioritization, resourcing, synchronization, and execution of continuous operational protection.
2. Understand the roles and functions of the Joint Land Operations Center role in planning, assessing, and executing operational protection, for all C/JFLCC forces across the theater.
3. Identify the challenges of working with the host nation government and international organizations in establishing and operating these protection systems.
4. Consider the analysis and planning required to designate a Theater Operational Protection Coordinator from among a variety of potential claimants for the position.

Information Operations in National Security Strategy

Overview:

This session analyzes the importance of information operations from the standpoint of national security decision making, positioning it as an essential element of modern combat operations. The presenter will review how the entire range of information operations, both preemptively and operationally, is applied throughout all phases of planning and execution at the national strategic level. Key is understanding the international and domestic political considerations that may connect to information operations as an integrated part of modern warfighting in the 21st century.

Objectives:

1. Review the potential impacts of information operations on US and coalition operations, as events occurring against a backdrop of globalized communications.
2. Apply information operations concepts during the formulation of operational objectives in concert with national security policy and strategy, in the context of campaign planning.
3. Forecast the impacts of DOD transformation efforts on the C/JFLCC with regard to joint and multinational network-centric warfare out to about 2025.

Exercise 1: Mission Analysis and Commanders Intent

Overview:

For this and successive practical exercises attendees will be divided into two exercise groups under the direction of a Senior Mentor. The Senior Mentor typically designates one of the attendees as the Land Component Commander for this portion of the exercise. In preparation he has asked his senior planner to review with him and the C/JFLCC's senior leadership, in executive session, the key information available and a summary of staff planning efforts to date. Other attendees participate in analysis and evaluation of the formulation of the Commander's Estimate in preparation for a full Mission Analysis Brief, which his staff will present to him the next morning.

For exercise purposes, the Land Component senior leadership receives an abbreviated staff mission analysis briefing from conference support personnel in the role of the C/JFLCC C/J5. The designated

commander assesses and evaluates his staff's analysis to date and formulates his initial commander's intent and appropriate guidance he will issue proactively to drive further staff planning. The briefing will include:

- Information normally included in mission analysis briefs, to include higher commander's mission, intent and concept of operations, assumptions, constraints, tasks, and risks.
- Staff recommendations for the restated mission.
- Considerations for inclusion in Commander's Intent.
- Considerations for additional Commander's Guidance.

Objectives:

1. Analyze the mission and intent of the Coalition Commander for the upcoming campaign.
2. Review the C/JFLCC staff analysis and approve and/or modify a restated mission, with the particular attention to anticipating missions to subordinate joint and combined command to accomplish mission-related effects.
3. Formulate Commander's Intent and additional Commander's Guidance as appropriate.

Logistics I (Joint Reception, Staging, Onward Movement, and Integration (JRSOI))

Overview:

One of the critical tasks that the C/JFLCC accomplishes for the coalition/joint commander is setting the theater, that is, to establish the capabilities to receive, prepare, and protect land forces (as well as forces of others services based in the land area of operations) for future operations. Critical to coalition success is the rapid flow of multinational forces into theater and the effective build up of combat power. The JRSOI discussion focuses on the operational level systems/functions that enable the C/JFLCC to effectively build land force capabilities in a coalition environment. Key in this process is to recognize the enabling systems required to enable reception, staging, onward movement, and integration, including any final in-theater training/preparation. This process must be integrated through national contingents/services/force providers and supported under a single C/JFLCC structure.

Objectives:

1. Understand the operational-level systems and structures required for receiving, staging, moving forward for employment, and integrating newly received coalition and joint forces as a part of the C/JFLCC.
2. Identify potential problems for the conduct of coalition JRSOI, to include identifying and tracking the flow of multinational forces, identifying shortfalls and requirements for interim support (until national capabilities are fully established), and tracking the progress/status of forces as they are prepared for employment.
3. Understand the challenges and techniques for establishing and managing a theater-wide operational protection system integrated with JRSOI operations.
4. Identify requirements with regard to host nation agencies and international organizations in establishing and operating these JRSOI systems.

Logistics II (Sustainment)

Overview:

In all contingencies, effective operational logistics are a prerequisite for success. One of the most salient challenges facing the Land Commander is the establishment of a sustainment system that provides effective support for both U.S. and coalition land forces over extended operational distances. Moreover, the joint task force or coalition commander will most probably direct the C/JFLCC to effect sustainment for the entire force, including JFC/CFC-directed Executive Agent and recurring Army Support to Other Services responsibilities. Included as well will be cross-servicing agreements to supply services and support to coalition partners as part of the overall theater effort. The C/JFLCC must ensure that sustainment, transportation and distribution systems maintain operational initiative

and momentum. Additionally, relationships and interaction between the C/JFLCC C4, Theater Support Command, Corps/MEF, TRANSCOM, and coalition logistics agencies are integral aspects of logistics.

Objectives:

1. Analyze the processes and challenges of establishing and operating theater logistics that support Army, C/JFLCC, and coalition requirements in conducting joint and combined land operations to include Army Support to Other Services (ASOS) and Executive Agent responsibilities to the joint force.
2. Discuss also the challenges and potential solutions for providing sustainment support to coalition partners through host-nation and cross-servicing agreements.
3. Analyze how to prioritize multi-Service and multinational theater-wide logistics, distribution, and mobility support to ensure they meet with JTF or Coalition Commander's intent.

Combined/Joint Special Operations Task Force (C/JSOTF) in Theater

Overview:

Based on recent experiences in Afghanistan and Iraq, the integration of coalition special operations forces into the overall battle plan has provided a strategic asset for the operational-level commander. However, it is crucially important to link their unique capabilities across nations and synchronize their efforts with other functional components, most notably the air component and the land component. This lesson provides the perspectives of the JFSOC commander on teaming with other components to integrate conventional and special operations. A key outcome for the lesson will be to develop C/JFLCC understanding of how to approach campaign planning and shaping operations with the C/JSOTF Commander.

Objectives:

1. Understand how the C/JFSOTF commander views operations and warfighting in support of the Coalition Commander's campaign design.
2. Understand how special operations systems and functions differ from those of the C/JFLCC, and provide guidance on interfacing with the C/JSOTF as part of a joint/interagency/coalition operation.
3. For U.S. Special Forces, identify the JFSOC requirements for land support, to include Title 10 areas.

C/JFLCC Fundamentals I (Command & Control)

Overview:

Senior Mentors and a former C/JFLCC commander provide an overview of the experiences a C/JFLCC Commander, offering insights as a case study in leadership. This briefing highlights the C/JFLCC's roles and responsibilities in the eyes of the Coalition Commander, the Combatant Commander/JFC and international coalition governments. It recounts the difficulties of establishing a solid relationship with the combined/joint force commander, of working early with the other component and coalition commanders, and garnering their trust and appreciating their needs for land power. Command and control and maneuver are key operational level systems that the C/JFLCC will need to personally address for effective joint and combined land operations. Also reviewed are the critical phases of Crisis Action Planning (CAP), the land planning cycle, coalition/joint processes/tasking cycles, battle rhythm, and key C/JFLCC staff functioning.

Objectives:

1. Be able to give provide guidance related to the functions, organization, and operational level systems formed and used by the C/JFLCC, to include joint land command and control, force projection, movement and maneuver, fires/effects, ISR, protection and sustainment in an international coalition environment.
2. Identify, organize, and provide critical C/JFLCC mission-readiness information to the Regional Combatant Commander (CCDR), also acting as the Coalition Commander, to facilitate attainment of his military objectives. Specifically, focus on how best to execute the key roles and responsibilities

accomplished by the C/JFLCC commander and staff in monitoring/synchronizing the operational systems in support of international policy objectives.

3. Perform C/JFLCC roles and responsibilities in support of international policy objectives planning, coordinating, and executing campaign plans in an international coalition environment.
4. Be able to identify critical interfaces and operational-level systems issues resolution steps in a joint, coalition, and interagency environment.

C/JFLCC Fundamentals II (Movement and Maneuver)

Overview:

Movement of forces over extended operational distances through joint, intra-theater means ensures that critical combat, protection, and sustainment assets are positioned to support the joint operational plan. Equally important is the control of major coalition tactical elements (Corps/MEFs and below) to ensure joint land operations are synchronized with joint air, maritime, and special operations efforts. This lesson will focus on the complexity and challenges of operational maneuver and movement over extended distances and sustained periods. Also included will be the challenges of integration of joint fires and effects, special operations forces, theater engineering efforts, and protection.

Objectives

1. Comprehend the key elements of commander's guidance related to the intratheater movement of C/JFLCC forces in connection with CCDR-assigned operational missions.
2. Understand the interrelationships of operational maneuver with joint fires and effects, and the challenges of coordination and fratricide prevention.
3. Practice providing guidance related to the integration of special operations and conventional forces.
4. Understand the roles/missions of theater-level engineer assets in ensuring mobility and facilities establishment throughout the depth of operational battlespace.
5. Analyze command and control requirements for transition from major combat operations relative to seizing the initiative and domination of the battlespace to stabilization and enabling of civil authority.

Exercise 2: Setting the Theater

Overview:

Attendees continue to work in the same exercise groups as used in Practical Exercise #1. However, Senior Mentors typically designate a different attendee as the Land Component Commander for the exercise. Given that, in the scenario, it is still pre C-Day, initial mission analysis and staff estimates are assumed to have been completed. The commander has approved the restated mission and issued his initial intent and planning guidance. He has provided initial guidance to the staff to drive the initial development of conceptual courses of action for major combat operations during Phases II and III of the Coalition Commander's campaign plan. He has asked his senior planner to review with him key tasks for setting the theater, specifically command relationships, joint reception, staging, onward movement and integration (JRSOI), and operational protection.

The Land Component senior leadership will receive a mission analysis update briefing from conference support personnel in the role of senior planner C/J5. The group will assess and evaluate his staff's analysis, revise his commander's running estimate and issue appropriate guidance for further staff planning. The briefing will include:

- The staff's analysis of command relationships, JRSOI and operational protection requirements.
- Staff recommendations for JRSOI and operational protection.

Objectives:

1. Analyze staff analyses and recommendations for C2, JRSOI, and operational Protection.

2. Synthesize and/or modify recommendations and issue appropriate commander's guidance for further planning.
3. Capture key issues for discussion with the Combatant Commander or CJTF.

Combined/Joint Force Maritime Component Commander (C/JFMCC) in Theater

Overview:

This lesson provides the perspectives of a senior combined maritime commander on teaming with land forces during the coalition fight. The focus of this lesson will be to understand the C/JFMCC's perspectives on maritime component capabilities and limitations, and how he approaches preparation, planning, and integration of theater sea-based capabilities with the combined and joint force. Additionally, the C/JFMCC will illustrate how the maritime component's operational level systems and processes interrelate with those of combatant commanders and other components, as well as where there are challenges to effective support and execution of the campaign plan.

Objectives:

1. Understand how the US Navy views maritime operations and warfighting in support of the Coalition Commander's campaign plan.
2. Understand how the C/JFMCC approaches coordination of supporting air assets and joint fires capabilities that integrate Navy and Air Force capabilities under a functional air component command (JFACC).
3. Analyze how the C/JFMCC and C/JFLCC can develop effective relationships that lead to synchronized, effective air-land operations at the operational level.
4. Understand the command and control challenges associated with coordination of control for sea-to-shore operational areas in coalition operations.

Counterterrorism and Information Operations

Overview:

This lesson offers a macro-perspective on the challenges of integrating U.S. and multinational forces in synchronizing a cohesive counterinsurgency effort. Insurgencies in the 21st century are both primitively ruthless and technologically sophisticated, and the lesson will provide a case study of the Liberation Tigers of Tamil Elam to show how their terrorist techniques and procedures have been exported to and copied by other organizations. Key here is to develop and expand understanding of the roles and responsibilities of the land commander in optimizing the capabilities of both coalition partners and interagency and international associates.

Objectives:

1. Understand the differing threats and challenges facing coalition land forces operating in counterinsurgencies, employed to neutralize and defeat an adversary while respecting political, doctrinal, and cultural differences operative within a complex 21st century operating environment.
2. Analyze the informational aspects of insurgencies and how terrorism can be financed, coordinated, and exported using contemporary communications means.
3. Anticipate how the land commander cooperates with, supports, and synchronizes his efforts with a variety of international organizations, nongovernmental organizations, and interagency partners in the conduct of land counterinsurgency and counterterrorism operations.

Exercise 3: Envisioning Campaign End State–Transition to Stability and Reconstruction Operations

Overview:

In this final phase of the exercise, senior leaders continue to analyze how the Land Component Commander supports the Coalition/Combatant Commander as the campaign transitions from major

combat operations to the stability and reconstruction phase. In this phase the CFLCC generates effects across all the systems that comprise the operational environment--political, military, economic, social, infrastructural and informational--necessary to achieve coalition and national objectives

Attendees continue to work in the same exercise groups as used in Practical Exercise #1. In the scenario situation, it is still pre-C-Day. Based on his continuing dialogue with the combatant commander, the C/JFLCC has requested a review of operations anticipated in Phases IV and V of the Coalition Command campaign plan. He is particularly interested in revising his Commander's Estimate to address adapting the command's organizational framework and lines of operations to meet the changing operational environment.

The Land Component senior leadership will receive an updated mission analysis briefing from conference support personnel in the role of Senior Planner C/J5. The seminar will evaluate his staff's analysis, revise his running estimate, and issue appropriate guidance for further staff planning. The briefing will include:

- Combatant Commander's effects guidance for Phase IV.
- Staff recommendations for essential tasks, lines of operations, and disposition of forces for Phases IV and V.
- Staff recommendations for organization and standup of a coalition force headquarters.

Objectives:

1. Review staff analysis and recommendations for tasks, lines of operations, disposition of forces, and command and control organization for Phase IV and V operations.
2. Approve and/or modify recommendations and issue appropriate commander's guidance for further planning.
3. Consider the synchronization of all elements of national power (diplomatic, informational, military, and economic) into a coherent multinational, intergovernmental, interagency, and civil-military plan.
4. Capture key issues for discussion with the Combatant Commander.

Information Operations in Transitional Warfare

Overview:

The development and execution of major military tasks must achieve desired effects as identified by the coalition commander. These effects are changes to a condition, behavior, or degree of freedom result from an action, a set of actions, or another effect—not all of which are responsive to kinetic "blast-heat-fragmentation" approaches. This presentation will transition to the challenges of determining, planning, executing and assessing informational effects at the operational level. Key in this discussion are insights on how the Combined/Joint Targeting Coordination Board process operates to integrate the kinetic and nonkinetic actions into a cohesive and synchronized information operations effort.

Objectives:

1. Understand how the C/JFLCC and staff develop information operations objectives as part of the overall campaign planning process.
2. Evaluate the effectiveness of the synchronization and delivery of operational fires and information operations to achieve strategic effects at the coalition and theater commander level.
3. Understand how to integrate information operations in the Combined Targeting Coordination Board (CTCB) process, to include kinetic/lethal targeting, effects assessment, and ISR integration and synchronization, rather than mere deconfliction.
4. Analyze differences and similarities between information operations and strategic communications.

Combined/Joint Force Land Component Commander (C/JFLCC) and Operational Art and Doctrine

Overview:

This session is designed to familiarize future C/JFLCC Commanders with the perspectives of other key actors and organizations which dramatically influence operations in the contemporary operating environment. Emerging lessons from these operations provide mixed evidence of what works and what does not. Those emergent operational concepts and approaches that work have been proposed to the joint doctrine development community for incorporation in joint doctrine, specifically Joint Pub 3-0, *Joint Operations* and JP 5-0 *Joint Planning*. The full impact of many of these models are yet to be realized, but this presentation highlights the perceptions of an experienced leader on the challenges facing U.S. land operations, how he views the successes and challenges of U.S. operational approaches, and how to work more effectively within the multinational military forces. Important here is to envision how the C/JFLCC bridges the gaps in understanding and develops effective relationships between the C/JFLCC and military, nonmilitary, and nongovernmental actors.

Objectives:

1. Analyze how the C/JFLCC Commander can develop effective relationships to bridge doctrinal differences and respect other nations' political and operational constraints.
2. Provide guidance related to command and control associated with operating effectively in a coalition and international organizational environment, especially when preparing to interact with IOs and NGOs during combat operations and stability and support operations.
3. Prepare for the potential challenges of transitioning U.S. operations to multinational control; appreciate the changes in structures and capabilities required to accomplish such a transition.

Strategic Communications Panel

Overview:

In the second portion of the discussion of the non-military elements of the common operating environment, distinguished senior journalists give their perspectives on how national, regional, and international news media cover military operations, and how news reporting impacts perceptions of military effectiveness within US, regional, and international audiences. As communications analysts, journalists also offer perspectives, based on recent experience, on how military commanders might communicate more effectively with and through journalists covering their operations. The period will conclude with Senior Mentors guiding the discussion through a question and answer period.

Objectives:

1. Understand the news media's concerns in reporting on military operations, such as free and open access, security, censorship, and timeliness in delivering information to their audience.
2. Analyze how the C/JFLCC Commander and staff can develop effective relationships with reporters covering military operations.
3. Understand the potential challenges of accurate, timely reporting during complex military operations and what journalists will expect from coalition land forces during major combat operations and stability and support operations.
4. Understand the perspectives of the major satellite, TV, and print news agencies covering operations, and the potential impacts of news coverage on overall impressions of military operations and national policy accomplishment.

International Committee of the Red Cross (ICRC) Role in Interagency Operations

Overview:

This lesson is designed to familiarize future JFLCC Commanders with the perspectives of organizations outside the military which may significantly influence operations in the future. A senior international agency speaker will offer perspectives on the roles, responsibilities and contributions of his agency's humanitarian assistance and military directorates in working in conjunction with

multinational/coalition forces. He will also address international conventions on the handling of detainees in the complex contemporary operating environment, wherein the distinction between combatant and noncombatant is difficult to determine. The senior guest speaker will also be asked to give his perceptions of U.S. land operations and operational approaches, and he may pose suggestions for working more effectively among NGO/PVO elements.

Objectives:

1. Understand the differing views among attendees toward the role and function of the United Nations in military and non-military/relief operations.
2. Understand how support and cooperation with the ICRC can bridge differences in understanding and political approaches to facilitate campaign success in a coalition and international organizational environment.
3. Analyze what the international community will expect from the JFLCC during combat operations, as well as during stability and support operations, specifically with regard to detainees and prisoners of war.
4. Understand the potential challenges of transitioning U.S. operations to international or host nation control; appreciate the changes in headquarters, structures and capabilities required to accomplish such a transition.

Chief of Staff of the Army Perspectives

Overview:

The Chief of Staff of the Army (CSA) discusses his perspectives on the future of landpower in military operations. As an introductory event for to the week's discussion of political influences on military planning and operations, this period provides an opportunity for attendees to discuss topics of interest and explore perspectives with senior military leadership. This discussion complements key themes for the week on how warfighting at the operational level is influenced heavily by strategic and interagency factors.

Objectives:

1. Understand CSA perspectives on how joint (Army-Marine) land operations play a role in accomplishing national policy through the sustained control of people, resources, and terrain.
3. Understand national-level direction and guidance in initiating adaptive military planning, setting campaign objectives, and conducting operations prior to and during execution of combat operations.
4. Determine procedures for a land commander to best communicate to joint and interagency decision makers (particularly OSD) his requirements, operational approach, and progress in accomplishing national objectives.
5. Determine how a land commander charged with major, enduring missions works with military and civilian department/agency leaders to define guidance and direction for the transition to and accomplishment of stability and post-conflict operations.

Multinational Operations in Theater

Overview:

This lesson offers perspectives from a senior coalition land commander on the challenges of integrating U.S. and multinational forces into a cohesive operational effort. Additionally, the commander will discuss his perspectives on the challenges and successes of working with a variety of leaders and organizations, such as U.S. and local political leaders, international organizations (such as the UN and NATO), nongovernmental organizations, and national and international journalists. Important here is to envision how the C/JFLCC commander and staff bridge the gaps in understanding and develop effective personal and professional relationships with these key actors.

Objectives:

1. Understand the differing political contexts, threat perceptions, doctrinal differences and operational approaches, and resource challenges that face coalition land forces operating in a complex common operational environment.
2. Understand how the land commander works with a variety of international and nongovernmental organizations to build cohesion and cooperation in the conduct of land operations. Additionally, analyze cooperation, mutual support, and synchronization of the multinational elements of a coalition force with regard to campaign and operational success.
3. Provide guidance related to command and control associated with operating effectively in a coalition.

Civil-Military Cooperation in Theater

Overview:

This lesson is designed to familiarize future C/JFLCC Commanders with the perspectives of a senior military leader of with experience in the challenges of integrating coalition/multinational operations, international organizations such as the UN and NATO, nongovernmental organizations, and national/international news media in post-conflict nation-building efforts. The speaker will provide insights on the challenges facing land component commanders, how he views the lessons learned from U.S. operations, how to work more effectively within the multinational and interagency environment.

Objectives:

1. Understand how support to and cooperation with intergovernmental and interagency agents can develop effective civil-military relationships to bridge doctrinal differences and respect other nations' political/operational constraints.
2. Provide guidance related to command and control associated with operating authoritatively in civil-military affairs in coalition and international organizational environment; anticipate the changes in structures and capabilities required to accomplish such a transition.
3. Prepare to interact with IOs and NGOs during combat operations and transitioning to stability and support operations.

Closing Comments

Overview:

This period provides an opportunity for Senior Mentors to summarize the key points of the week. This class will include a Senior Mentor-led discussion of the major challenges of conducting major joint land operations, in conjunction with other functional components that accomplish campaign objectives. This will focus on pulling together the key themes for the week on how coalition warfighting at the operational level is different in breath, depth, and complexity from that at the tactical level in the accomplishment of national and international policies and objectives.

Objectives:

1. Reinforce the major challenges and differences of warfighting at the operational level of war that have been discussed over the conference.
2. Resolve remaining questions and issues for attendees.
3. Gain attendee insights for future conference development. 7 Jun 2007